

# FORM 4

Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

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## UNITED STATES SECURITIES AND EXCHANGE COMMISSION Washington, D.C. 20549

### STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF SECURITIES

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or  
Section 30(h) of the Investment Company Act of 1940

1. Name and Address of Reporting Person *			2. Issuer Name and Ticker or Trading Symbol			5. Relationship of Reporting Person(s) to Issuer (Check all applicable)		
<b>REED JOHN C</b>			<b>JOHNSON &amp; JOHNSON [ JNJ ]</b>			<input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) <b>EVP, Innovative Medicine, R&amp;D</b>		
(Last)	(First)	(Middle)	3. Date of Earliest Transaction (MM/DD/YYYY)			6. Individual or Joint/Group Filing (Check Applicable Line)		
<b>ONE JOHNSON &amp; JOHNSON PLAZA</b>			<b>2/15/2026</b>			<input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person		
(Street)			4. If Amendment, Date Original Filed (MM/DD/YYYY)					
<b>NEW BRUNSWICK, NJ 08933</b>								
(City) (State) (Zip)								

**Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned**

1. Title of Security (Instr. 3)	2. Trans. Date	2A. Deemed Execution Date, if any	3. Trans. Code (Instr. 8)		4. Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price			
Common Stock	2/15/2026		M		1,349	A	\$0 <sup>(1)</sup>	12,007	D	
Common Stock	2/15/2026		F		385 <sup>(2)</sup>	D	\$243.45	11,622	D	
Common Stock	2/15/2026		M		1,847	A	\$0 <sup>(3)</sup>	13,469	D	
Common Stock	2/15/2026		F		528 <sup>(2)</sup>	D	\$243.45	12,941	D	
Common Stock	2/17/2026		M		21,721	A	\$157.92	34,662	D	
Common Stock	2/17/2026		S		21,721	D	\$243	12,941	D	
Common Stock	2/17/2026		M		29,927	A	\$156.15	42,868	D	
Common Stock	2/17/2026		S		29,927	D	\$243	12,941	D	
Common Stock	2/17/2026		S		2,283	D	\$243	10,658	D	

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivate Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Trans. Date	3A. Deemed Execution Date, if any	4. Trans. Code (Instr. 8)		5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)		6. Date Exercisable and Expiration Date		7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4)		8. Price of Derivative Security (Instr. 5)	9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4)	10. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 4)	11. Nature of Indirect Beneficial Ownership (Instr. 4)
				Code	V	(A)	(D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares				
Restricted Share Units		<sup>(1)</sup> 2/15/2026		M		1,349		<sup>(1)</sup>	<sup>(1)</sup>	Common Stock	1,349	\$0	1,349 <sup>(4)</sup>	D	
Restricted Share Units		<sup>(3)</sup> 2/15/2026		M		1,847		<sup>(3)</sup>	<sup>(3)</sup>	Common Stock	1,847	\$0	3,692 <sup>(4)</sup>	D	
Employee Stock Options (Right to Buy)	\$243.45	2/15/2026		A		49,382		<sup>(5)</sup>	2/15/2036	Common Stock	49,382	\$0	49,382	D	
Restricted Share Units		<sup>(6)</sup> 2/15/2026		A		3,546		<sup>(6)</sup>	<sup>(6)</sup>	Common Stock	3,546	\$0	3,546 <sup>(4)</sup>	D	
Employee Stock Options (Right to Buy)	\$157.92	2/17/2026		M		21,721		<sup>(5)</sup>	2/15/2034	Common Stock	21,721	\$0	21,721	D	
Employee Stock Options (Right to Buy)	\$156.15	2/17/2026		M		29,927		<sup>(5)</sup>	2/15/2035	Common Stock	29,927	\$0	59,854	D	

Explanation of Responses:

- (1) Awarded under Issuer's Long-Term Incentive Plan. The Restricted Share Units (RSUs) awarded on February 15, 2024 vest in three annual equal installments beginning on the first anniversary of the grant date. The RSU convert into shares of Common Stock upon vesting.
- (2) Shares withheld for payment of taxes upon vesting of RSUs.
- (3) Awarded under Issuer's Long-Term Incentive Plan. The Restricted Share Units (RSUs) awarded on February 15, 2025 vest in three annual equal installments beginning on the first anniversary of the grant date. The RSUs convert into shares of Common Stock upon vesting on a one for one basis.
- (4) Each RSU represents a contingent right to receive one share of Company Common Stock.
- (5) Awarded under Issuer's Long-Term Incentive Plan. The Stock Option Award vests in three equal annual installments beginning on the first anniversary of the grant date.
- (6) Awarded under Issuer's Long-Term Incentive Plan. The Restricted Share Units (RSUs) awarded on February 15, 2026 vest in three annual equal installments beginning on the first anniversary of the grant date. The RSUs convert into shares of Common Stock upon vesting on a one for one basis.

#### Reporting Owners

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
REED JOHN C ONE JOHNSON & JOHNSON PLAZA NEW BRUNSWICK, NJ 08933			EVP, Innovative Medicine, R&D	

#### Signatures

/s/ Joleen Morgan, as attorney-in-fact for John C. Reed

2/18/2026

\*\*Signature of Reporting Person

Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

\* If the form is filed by more than one reporting person, *see* Instruction 4(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. *See* 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, *see* Instruction 6 for procedure.

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